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Library and Archives Canada

2010–2011

Departmental Performance Report

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages

Canada

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The Department of Canadian Heritage and its portfolio organizations play an important role in our cultural, social, and economic lives. Together, they promote the creation of an environment where all Canadians can enjoy cultural experiences, celebrate their heritage, and take part in building stronger communities. As a Canadian Heritage portfolio organization, Library and Archives Canada (LAC) implements programs and offers services that help us achieve these objectives.

More precisely, LAC manages, preserves, and makes known the documentary heritage of Canada that best represents Canadian society, for the benefit of current and future generations. LAC continues to modernize its business practices to better meet the changing expectations of Canadians in the digital age.

The activities of LAC in 2010–2011 have brought about real results and direct benefits for Canadians. For example, LAC provided guidance and tools to federal departments to help them implement the new Directive on Recordkeeping. Thanks to this directive, Canadians have more rapid access to government information.

As Minister of Canadian Heritage and Official Languages, I am pleased to present the *2010–2011 Departmental Performance Report* for Library and Archives Canada. I invite you to take a look at it for an overview of the activities that this organization has undertaken over the past year to fulfill its mandate and contribute to the vitality of Canadian society.

The Honourable James Moore, P.C., M.P.

SECTION I: ORGANIZATIONAL OVERVIEW

Raison d'être

The *Library and Archives of Canada Act* came into force in 2004 and created Library and Archives Canada with a mandate to:

- preserve the documentary heritage of Canada for the benefit of present and future generations;
- serve as a source of enduring knowledge accessible to all, contributing to the cultural, social, and economic advancement of Canada as a free and democratic society;
- facilitate in Canada co-operation among the communities involved in the acquisition, preservation, and diffusion of knowledge; and
- serve as the continuing memory of the Government of Canada and its institutions.

Responsibilities

Every individual, group, and organization in Canada is creating, consuming, sharing and storing information at previously unimagined rates and levels. As a result, Canadian society has become an avid producer and consumer of information resources. We still produce information resources in traditional analogue formats, such as books, photos, films, maps, music and documentary art, but we increasingly produce them in digital formats–the websites, emails, audio, video, and social media that also document Canadian society today. Regardless of the format or source, LAC has three responsibilities in relation to our public memory mandate for current and future generations of Canadians:

1. acquisition;
2. preservation; and,
3. resource discovery.

Acquisition

This responsibility centres on our role of documenting Canadian society by acquiring the information resources that ensure that we portray the most accurate reflection of how our society functions – now and in the past. This does not mean acquiring anything and everything that may be related to Canadian society. Under the Modernization agenda, which we describe later in this section, we are increasingly strategic in our approaches to acquisition. We are moving toward a strategy that will define our choices in the documentation of the whole of Canadian society. This strategy will lead to transparent criteria and parameters for what we acquire and retain.

We see that strategy as collaborative and pan-Canadian in scope. It will take into account our links to the rest of the large and dynamic network of libraries, archives and related organizations that all collect the documentary heritage of Canada. Within this network of like-minded organizations, our acquisition mandate will continue to be unique in three ways. First, we collect information resources of expected enduring value from Government of Canada institutions. LAC makes sure that fundamental political, legal and administrative decisions produced by the Canadian federal government institutions are documented

continuously and can be fully retraced. Second, legal deposit requirements in the *Library and Archives of Canada Act* require publishers to provide us with copies of material published in Canada; and third, we may choose to complement these holdings by acquiring documentary heritage through vehicles such as donations and purchases from authors, politicians, artists and private corporations.

Preservation

The preservation of our holdings is expected to ensure that they are available for access by current and future generations. In response to the increasingly digital environment, LAC applies technologies and tools to ensure that Canada's digital documentary heritage is preserved. LAC also benefits from specialized staff and a dedicated infrastructure to safeguard the analogue collection, such as the Preservation Centre and our new Nitrate Film Preservation Facility, where we preserve our holdings of cellulose films and photographs. As we discuss later as part of Modernization, we intend to take long-term preservation needs into account as part of our future appraisal processes for existing and possible new holdings.

Resource Discovery

Resource discovery involves making our documentary resources at LAC easy to access and explore online, and through peer institutions across Canada. We support a client-centred approach that enables Canadians to interact with the information resources we manage in trust for Canada. People use the LAC website[1] to pursue various research interests, and we increasingly collaborate with others to increase access to documentary heritage across Canada.

Access to documentary heritage also supports government accountability. LAC's responsibilities under the *Access to Information Act* and *Privacy Act* include reviews of archival records, personnel records of former civilian and military government employees, and business records.

The processes we use to describe our holdings are essential to making documentary heritage discoverable by Canadians. Description allows Canadians to understand the stories behind our holdings and to find material of interest to them. Through Modernization, LAC is exploring how we can best leverage the existing descriptions of our holdings and to present this information in a way that enhances access to documentary heritage by the largest number of people across Canada.

[1] www.collectionscanada.gc.ca/collection/index-e.html

Modernizing LAC for the Digital Age

The starting point for Modernization is our recognition of the profound changes in how society increasingly creates, shares and accesses documentary heritage through digital information technologies. The digital environment raises a series of issues including the increasing volume of digital information, the diverse origins and nature of information resources and the choices that LAC and other memory institutions must make to document Canadian society effectively. At one time, people usually needed to deal with documentary heritage institutions to gain access to information resources. In the digital environment, Canadians expect to gain access to these resources directly, immediately and without having to do so through someone else. This change provides opportunities and introduces challenges for both documentary heritage institutions and clients.

In 2009–2010, we began to reassess our approach to doing business and to modernizing LAC operations. An important development in this process was the 2010 release of *Shaping our Continuing Memory Collectively: A Representative Documentary Heritage*, which articulated the vision of how LAC would respond to the challenges posed by the digital environment.[2] It set a policy-driven and evidence-based path for Modernization. In order to achieve our objective, we began to embed into our decision-making process a new set of value criteria called the "5S": significance; sufficiency; sustainability; society; and suitability.

Since the release of *Shaping our Continuing Memory Collectively*, LAC has taken steps to make this vision a reality. With like-minded institutions in Canada, we began discussions on a collaborative approach to acquisition, holdings management and resource discovery of documentary heritage. As part of this, LAC organized two key events in 2010. The Academic Forum focused on collaborating with academic partners on shared research objectives, while the Stakeholders Forum focused on dialogue with stakeholders about how to become more effective and efficient through collaboration and the greater use of digital technologies. LAC also made a public commitment in December 2010, to move towards a digital service model by 2017.[3] Under this model, we will adapt services and transform related business processes. These actions will make access easier and increase the online availability of our holdings.

One of our most significant actions in 2010–2011 was to identify 12 Modernization Innovation Initiatives (MIIs) aimed at making Modernization more concrete. The MIIs are intended to achieve results for LAC in critical areas. This latest stage of LAC's Modernization process will unfold over the next several years. We fully expect to change timetables and details of specific MII activities in response to lessons learned.

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[2] Shaping our Continuing Memory Collectively: A Representative Documentary Heritage, http://www.collectionscanada.gc.ca/obj/013/f2/013-449-e.pdf

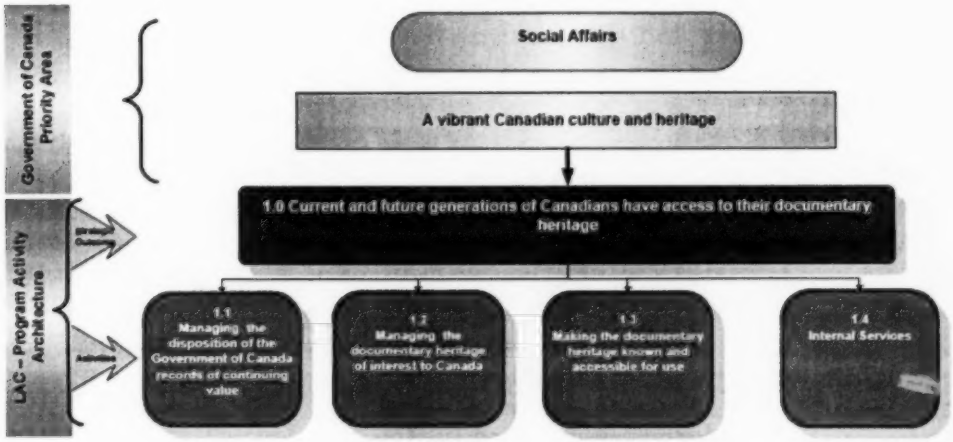
[3] Library and Archives Canada goes digital, December 9, 2010: http://www.collectionscanada.gc.ca/whats-new/013-503-e.html

LAC Modernization Innovation Initiatives

- MII-1: In spring 2011, LAC will have implemented an emergent strategy to guide its external communications and its collaboration with stakeholders and partners, particularly in support of Modernization.
- MII-2: By 2015, LAC will have fully implemented an approach that allows it consistently to appraise and preserve documentary heritage of all kinds and determine where it should be best placed.
- MII-3: By spring 2011, LAC will begin to apply a modernized framework and tools in its work with all Government of Canada institutions to ensure the effective management of government information.
- MII-4: Beginning in spring 2011, LAC will review the relevance of its holdings based on its mandate and a modernized appraisal approach.
- MII-5: In spring 2011, LAC will begin implementing a strategy to address its human resources priorities in support of Modernization.
- MII-6: By fall 2011, LAC will have the framework in place to ensure that its information technology strategies, resources and investments are in line with Modernization priorities.
- MII-7: By spring 2012, LAC will be shifting how it makes and provides copies of its holdings to digital reproduction and storage, which also will facilitate putting content online.
- MII-8: In spring 2011, LAC will have developed a new service model to provide Canadians with access to its documentary holdings.
- MII-9: By 2014, LAC will have shortened the time between acquisition of material and access to it, and will ensure that people can find and gain access to all of its holdings.
- MII-10: By summer 2011, in the context of its pan-Canadian approach, LAC will have reviewed its service to documentary heritage institutions/organizations.
- MII-11: By 2017, LAC will have the technologies and tools in place to ensure preservation of Canada's digital documentary heritage in line with Modernization.
- MII-12: Beginning in winter 2011, LAC will develop a single framework that it, as well as other creators, donors and users, will use to describe information in its holdings.

Strategic Outcome and Program Activity Architecture

In 2010–2011, Library and Archives Canada worked toward the single strategic outcome set out in the following chart. We were organized in a way that reflected the program activity architecture (PAA) also set out in that chart. A new PAA is in place for 2011–2012.[4]



It should be noted that while the work of LAC is generally aligned with the Government of Canada outcome of "Vibrant Canadian Culture and Heritage" in the Social Affairs outcome area, our government recordkeeping responsibilities are also clearly supportive of the Government Affairs outcome area. This is recognized in the new PAA for 2011–2012.

[4] To view the new PAA, click on the link below: *Library and Archives Canada 2011 –12 Report on Plans and Priorities*, http://www.tbs-sct.gc.ca/rpp/2011-2012/inst/bal/bal01-eng.asp#s1.4

Organizational Priorities

Priority	Type	Commitment	Results
Implement the Documentary Heritage Management Framework	New	We will implement instruments for acquisition, preservation and resource discovery that will establish in detail how we will apply the Framework principles. We will pursue initiatives under acquisition, preservation and resource discovery that will test best ways to implement the Framework and support the introduction of necessary elements and supports.	**Mostly Met** The development of the whole-of-society model necessary to document Canadian society directly addressed elements of the Documentary Heritage Management Framework and adjusted the commitments of the Report on Plans and Priorities to focus more clearly on the most significant opportunities to move Modernization forward. LAC ensured that policy direction and principles underlying appraisal and acquisition activities were clear and linked to LAC's mandate of acquiring Canada's documentary heritage.
Implement a sound recordkeeping capacity among federal institutions to support accountability and to preserve Canada's governmental continuing documentary heritage.	New	We will supply expertise and support to Government of Canada departments and agencies as the new recordkeeping directive is implemented.	**Met All** We significantly exceeded our target under Program Activity 1.1, reinforced through MII-3. We provided guidance and tools to departments to help them implement the new government-wide Directive on Recordkeeping, including pilot projects to test new approaches. We continued to play a leadership role in government-wide recordkeeping strategy initiatives.
Manage the change within LAC needed to support the Documentary Heritage Management Framework	New	We will address the implications of the Framework for our enabling activities. This will include attention to human resources issues, information technology needs, infrastructure priorities and other internal service contributions.	**Somewhat Met** While we began work on the commitments under this priority, we shifted our focus to MII-5 and MII-6 on the human resources and information technology priorities associated with Modernization. As part of MII-5, we worked toward a human resources strategy that, when completed, will identify key competencies needed for the future of LAC. With MII-6, we initiated the development of a Business Architecture to support the alignment of IT resources with the business plans.

Performance Status Levels

Exceeded: More than 100 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

Met All: 100 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

Mostly Met: 80 to 99 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

Somewhat Met: 60 to 79 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

Not Met: Less than 60 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

Risk Analysis

During 2010–2011, LAC revised the Corporate Risk Profile. The revision made a distinction between strategic and corporate risk components and incorporated elements of Modernization and the MIIs in the LAC management of risk. The revised Profile emerged after we identified key corporate risks and then evaluated them using standard risk assessment techniques. We also developed mitigating strategies for each risk.

Strategic Risks

LAC identified four strategic risks fundamentally linked with our mandate and strategic outcomes: (1) that essential documentary heritage is not acquired; (2) that documentary heritage is not preserved for future generations; (3) that documentary heritage is not accessible to Canadians; and that (4) Government of Canada information resources are not managed properly. By design, Modernization is LAC's strategic response to these risks to ensure it delivers its mandate in a way that remains relevant to Canadians.

Corporate risks areas

Following from our strategic risks, we identified six key corporate risk areas central to the achievement of the Modernization agenda: (1) building collaborative relationships with stakeholders and partners; (2) effective alignment of resources to realize Modernization; (3) building information technology capacity to respond to Modernization; (4) ensuring employee engagement and the management of change; (5) aligning Modernization activities with emerging policy directions; and (6) modernizing programs and services to meet client and stakeholder expectations. LAC's strategy for mitigating these key risk areas includes activities under the 12 MIIs, among other actions, that are described in detail in Section II.

Going Forward

The management of LAC is committed to ongoing monitoring of our strategic risks and our key corporate risks and mitigation strategies. Recognizing the importance of risk information in planning and decision-making processes, LAC continues to integrate risk management practices into all aspects of our business.

Summary of Performance

2010–2011 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
$120,285.2	$129,037.2	$111,865.7

2010–2011 Human Resources (FTEs)

Planned	Actual	Difference
1,109	1,119	10

Strategic Outcome: Current and future generations of Canadians have access to their documentary heritage		
Performance Indicators	**Targets**	**2010–2011 Performance**
Extent to which our holdings are accessible to Canadians (refers to going digital)	2010–2011 determined the baseline	The indicator was not measured this fiscal year as it should only be measured every two to three years. The indicator was last measured in 2009–10.

($ thousands)

Program Activity	2009–2010 Actual Spending	2010–2011				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending[5]	
Program Activity 1.1 – Managing the disposition of the Government of Canada records of continuing value	11,248.2	6,915.6	6,915.6	7,269.8	10,537.2	Social Affairs *Vibrant Canadian Culture and Heritage (See Note 1)*
Program Activity 1.2 – Managing the documentary heritage of interest to Canada	54,509.8	64,370.2	64,370.2	68,221.2	48,021.2	Social Affairs *Vibrant Canadian Culture and Heritage*
Program Activity 1.3 – Making the documentary heritage known and accessible for use	24,305.9	19,483.0	19,483.0	22,772.7	20,950.3	Social Affairs *Vibrant Canadian Culture and Heritage*
Program Activity 1.4 – Internal services	34,403.6	29,516.5	29,516.5	30,773.5	32,357.0	
Total	124,467.5	120,285.2	120,285.2	129,037.2	111,865.7	

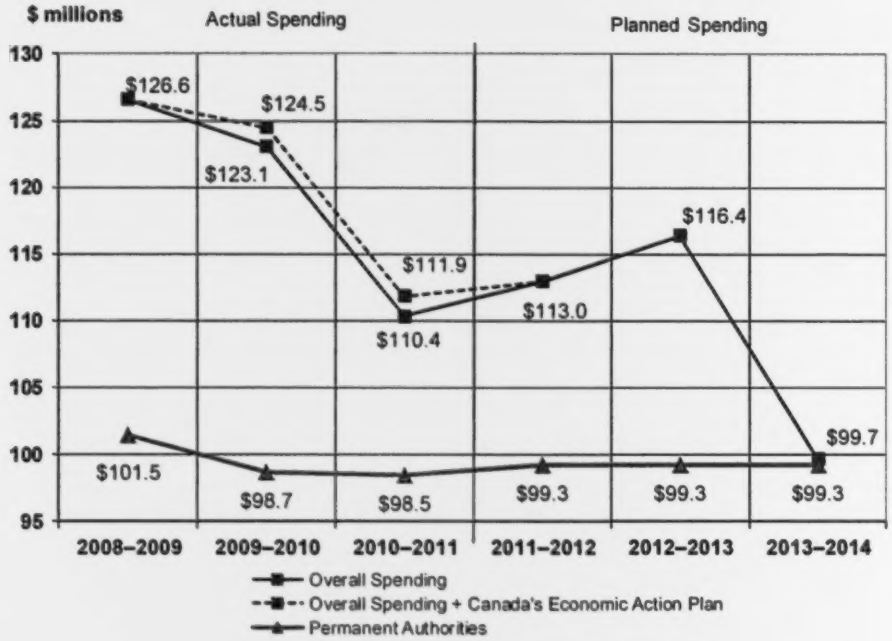
Note 1: While the Program Activity Architecture in use in 2010–2011 allocated all LAC program activities to the Social Affairs outcome, effective recordkeeping establishes an essential administrative and business foundation within government for services to Canadians. It is an essential element in supporting ministerial and managerial accountability within Canada's democratic process. Therefore, LAC traditionally noted that Program Activity 1.1 aligned better to the Government Affairs outcome.

[5] Financial variances are detailed in the explanation of variance tables at: http://www.collectionscanada.gc.ca/about-us/012-3002-e.html

Expenditure Profile

The chart below depicts LAC's spending trend over a six-year period (three years of actual spending and three years of planned spending). The higher level of spending over four years beginning in 2008–2009 stems from temporary funding for specific projects as described below.

Departmental Spending Trend ($ millions)



- Over three years, beginning in 2007–2008, $21.7 million has been invested in replacing obsolete systems and providing the capacity for managing electronic publications and digital records of the Government of Canada;
- In 2008–2009, LAC received approval for the construction of a preservation facility that will safeguard Canada's cellulose nitrate-based documentary heritage (photographs and films). We spent $7.4 million in 2009–2010 and $6.5 million in 2010–2011;
- In 2010-11 we spent $2.4 million to increase LAC's collection storage capacity and anticipate on spending $14.1 million in 2011–2012 and $17.5 million in 2012-13;[6]

[6] Note that these funding levels are subject to change. Further details will be provided in the next RPP and DPR.

These projects advance LAC's mandate to safeguard Canada's documentary heritage. LAC continues to ensure the availability of preservation capacity to meet the needs of Canada's collection.

Canada's Economic Action Plan

Over two years, beginning in 2009–2010, we received $3 million ($1.4 million in 2009–2010 and $1.6 million in 2010–2011) in funding under Canada's Economic Action Plan for the modernization of our federal laboratories.[7] The laboratories have been enhanced through the following construction work:

- Updating preservation and digitization laboratories in our Preservation Centre, which will increase their efficiency and flexibility and allow us to adapt those spaces to new technology;
- Renovating several archival processing laboratories in our Place de la Cité facility to provide environmentally appropriate and secure facilities in line with current technology needs.

The renovation and modernization work to the laboratories in the Preservation Centre and in Place de la Cité was completed in March 2011. The work was completed under budget, and within established schedules.

Upon conclusion of all these projects, spending will decrease by $17 million, LAC's approximate permanent funding level.

Estimate by Votes

For information on our organizational votes and/or statutory expenditures, please see the 2010–2011 Public Accounts of Canada (Volume II) publication. An electronic version of the Public Accounts is available at http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html.

[7] This figure excludes contribution to the Employee Benefit Plans as spending relates only to other operating and capital.

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

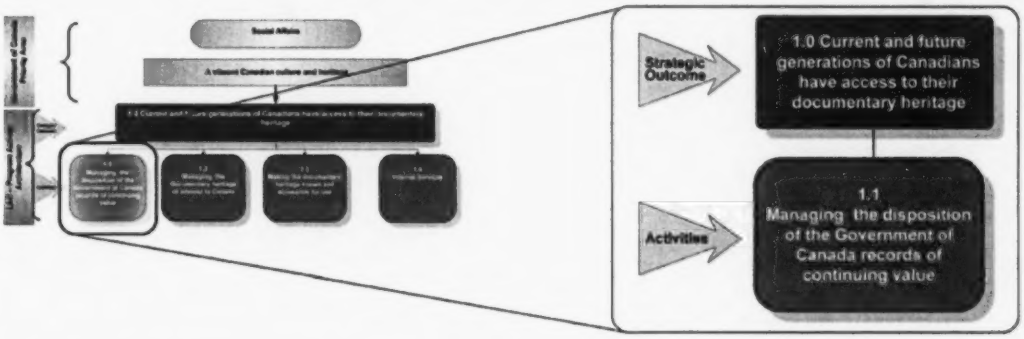
This section presents the resources and results for each of the three program activities plus internal services under our single strategic outcome in 2010–2011:

Current and future generations of Canadians have access to their documentary heritage

Information in this section compares LAC performance to the Planning Highlights that were set out in the *Report on Plans and Priorities* (RPP) and the expected results, performance indicators and targets in the Performance Measurement Framework that LAC revised after the RPP was completed. These expected results, performance indicators and targets were used throughout 2010–2011 and provide a more meaningful and measurable basis to assess LAC's goals and results achieved than those in use at the time we developed our RPP.

The Performance Analysis describes the strategic approach taken under each program activity during the year and notes any significant developments after the RPP was developed, particularly those related to Modernization. This section also indicates lessons learned under each program activity.

Program Activity 1.1: Managing the disposition of the Government of Canada records of continuing value



This program activity captures LAC's leadership role in providing services in support of effectiveness in recordkeeping within the Government of Canada, including activities related to valuation, retention and disposition.

Program Activity 1.1: Managing the disposition of the Government of Canada (GC) records of continuing value					
2010–2011 Financial Resources ($ thousands)			**2010–2011 Human Resources (FTEs)**		
Planned Spending	**Total Authorities**	**Actual Spending[8]**	**Planned**	**Actual**	**Difference**
$ 6,915.6	$ 7,269.8	$ 10,537.2	162	189	27

Expected Results	Performance Indicators	Targets	Performance Status
Relevant GC information is managed by federal institutions in a manner that is coherent and that demonstrates accountability to support the rights, obligations and privileges of Canadians.	Proportion of institutions that receives or maintains an "acceptable" or "strong" in the information management report card	40%	**Exceeded** 70% received or maintained an "acceptable" or "strong" rating in their information management report card

Performance Summaries by RPP Commitment	Performance Status
Recordkeeping training, awareness building, support and guidance activities	**Met all**
Support the Assistant Deputy Minister Task Force on the Future of Federal Library Service	**Met all**

Performance Summary and Analysis of Program Activity

Our progress on this program activity in 2010–2011 was in line with our projections in the RPP and under MII-3.[9] Since 2006, we have worked with the Treasury Board Secretariat and many departments and agencies to define and implement a new Government of Canada recordkeeping system. It is improving information resources management by establishing ways and means for organizations to effectively capitalize on corporate information as a key public business asset and to ensure the accountability of public administration.

We continued to play a leadership role in government-wide recordkeeping. This included development of a recordkeeping methodology with a supporting guide and more than 30 tools. The guide and tools will be launched in 2011–2012 to help federal departments take on their responsibilities under the new Directive on Recordkeeping.[10] To support federal departments, we took part in information events of many kinds and promoted digital and recordkeeping innovations. Awareness was increased through the Assistant Deputy Minister

[8] Financial variances are detailed in the explanation of variance tables at: http://www.collectionscanada.gc.ca/about-us/012-3002-e.html

[9] MII-3: By spring 2011, LAC will apply a modernized framework and tools to its work with all Government of Canada institutions to ensure the effective management of government information.

[10] Some of the tools include a diagnostic tool, a Value Statement of Intent, a data collection tool and a Recordkeeping Accountability Instrument.

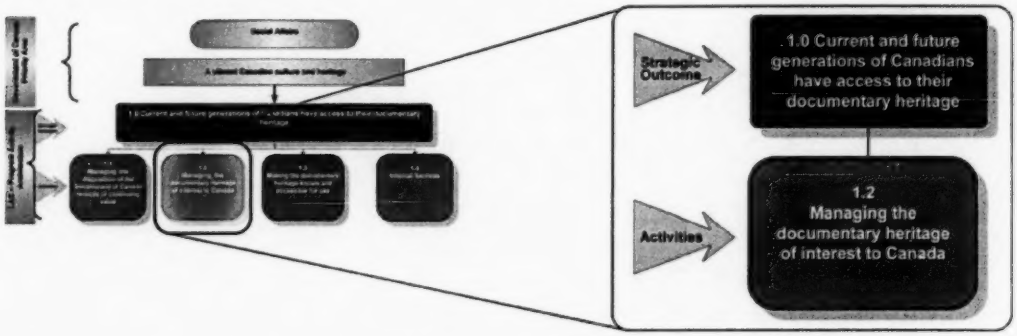
Task Force on the Future of Federal Library Service as well as through the "Information Management Senior Official Days" that allowed us to connect with information management senior officials across the government. The launch of Digital Office Pilot Projects with three small institutions are enabling us to test new approaches to recordkeeping effectiveness and disposition; the use of portable devices linked to recordkeeping systems; digitization of information resources; and establishment of strategies for email recordkeeping.[11]

Lessons Learned

With substantial progress in supporting Government of Canada departments and agencies as they implement the Directive on Recordkeeping, our lessons learned concerned the necessity to engage and collaborate with federal departments and agencies for disposition and recordkeeping projects. For example the lessons learned with our pilot project with Natural Resources Canada served the elaboration of the guiding principles and various steps of the recordkeeping methodology.

[11] The three small institutions are the Office of the Commissioner of Lobbying of Canada (OCL), the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) and the Canadian Northern Economic Development Agency (CanNor).

Program Activity 1.2: Managing the documentary heritage of interest to Canada



LAC acquires documentary heritage material for our holdings in many ways. LAC staff describe and manage this material to ensure its long-term preservation and accessibility.

Program Activity 1.2: Managing the documentary heritage of interest to Canada					
2010–2011 Financial Resources ($ thousands)			**2010–2011 Human Resources (FTEs)**		
Planned Spending	**Total Authorities**	**Actual Spending[12]**	**Planned**	**Actual**	**Difference**
$ 64,370.2	$ 68,221.2	$ 48,021.2	492	497	5

Expected Results	Performance Indicators	Targets	Performance Status
The management of our holdings are improved to enhance long-term access and to better reflect the Canadian experience.	Effectiveness of the collection management strategy as measured by the extent of development and implementation of a more strategic approach to our acquisitions	100% of acquisitions, excluding legislated acquisitions	**Mostly met** Reduced intake of non-regulated published works An acquisition framework was applied to 100% of archival and special collection acquisition proposals

Performance Summaries by RPP Commitment	Performance Status
Use of a new acquisition orientation instrument	**Mostly met**
Use of a new preservation orientation instrument	**Mostly met**
Implementation of the first phase of the Trusted Digital Repository	**Mostly met**
Progress on digitizing items in our holdings	**Mostly met**
Progress on a new Collection Storage Facility	**Met all**

[12] Financial variances are detailed in the explanation of variance tables at: http://www.collectionscanada.gc.ca/about-us/012-3002-e.html

Performance Summaries by RPP Commitment	Performance Status
Completion of the new Nitrate Film Preservation Facility	Met all

Performance Summary and Analysis of Program Activity

This Program Activity was a focal point of much of the Modernization agenda during 2010–2011. In practice, we began to pursue many of the key commitments in the *Report on Plans and Priorities*, as those were based on Modernization. However, many were altered when we established our MIIs, particularly related to documenting Canadian society and holdings management.

Our more strategic approach to acquisition activities reflected Modernization. For example, we applied a formal acquisition framework to all proposed acquisitions of private archives. That framework enabled us to provide our Major Appraisal Committee with the detailed evaluations it needed to make its decisions. In line with the framework, we declined to acquire approximately 300 potential acquisitions offered because they did not align with our 5S value criteria of Significance, Sufficiency, Sustainability Society, and Suitability. In many cases, we referred the individuals and organizations offering the holdings to other institutions that seemed more likely to enable Canadians to benefit from them.

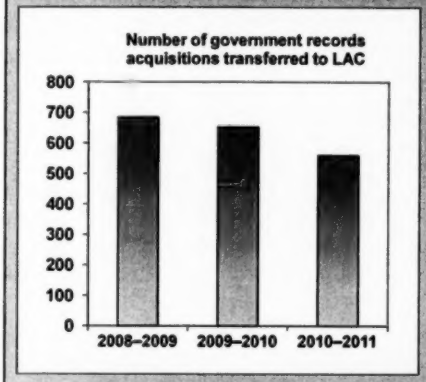
Under MII-2, we started to develop new control mechanisms and decision criteria to guide the appraisal processes that we intend to develop to help us manage our acquisitions.[13] This initiative responded to recommendations from an internal audit review of LAC acquisition processes for our holdings that was approved by the Departmental Audit Committee.[14] LAC also began to examine approaches for the systematic review of the relevance of our existing holdings under MII-4[15], taking into account the 5S value criteria noted above. We expect that this work will inform our future strategic approach to acquisitions and preservation. It will allow LAC and our partners across the pan-Canadian network of documentary heritage institutions to develop an integrated, representative and collaborative collection of Canada's documentary heritage.

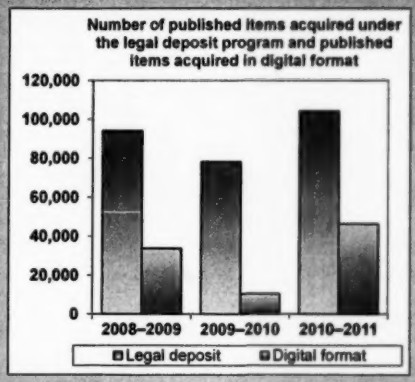
[13] MII-2: By 2015, LAC will have fully implemented an approach that allows it consistently to appraise and preserve documentary heritage of all kinds and determine where they should be best placed.

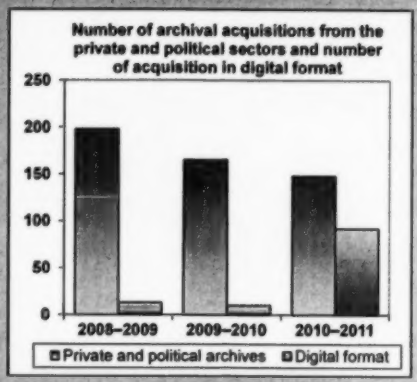
[14] Recommendations in the internal audit review include the development of "acquisition procedures that define the various steps of the acquisition process and clarify the selection criteria for informed decision making", http://www.collectionscanada.gc.ca/about-us/014/012014-308-e.html

[15] MII-4: Beginning in spring 2011, LAC will review the relevance of its holdings based on its mandate and a modernized appraisal approach.

Modernization is Changing Acquisition Priorities







LAC's move to a more strategic approach to appraisal and acquisition under Modernization has already produced changes. Acquisitions of government records are changing as departments and agencies are becoming more focused in terms of what they provide to LAC under the new Directive on Recordkeeping. Acquisitions under the legal deposit provisions of the *Library and Archives of Canada Act* are mandatory for LAC and are tied to the number of publications produced in Canada. Archival acquisitions from the private and political sectors have slightly dropped because we are in the process of developing stringent appraisal processes to better document Canadian society. Acquisitions of published and archival materials have increasingly been in digital formats.

Among our preservation initiatives, we implemented collection storage strategies and moved our Rare Book Collection to the Preservation Centre. The on-time completion of the new Nitrate Film Preservation Facility allowed us to move our nitrate-based media, such as motion picture films and photographs there in February 2011. The new facility pictured below ensures the ongoing safety and sustainability of these highly flammable holdings[16].

The new Nitrate Film Preservation Facility, June 2011, Library and Archives Canada

We also received approvals to begin contracting for our new Collection Storage Facility, with the year-long construction to begin in 2012.

We created a Risk Management Framework for our holdings not already in a digital format. To address one of the significant risks, we continued our audiovisual migration strategy under which we are transferring old obsolete audio and video recordings to modern digital file formats. While we made slightly less progress in some parts of this work than expected, we ensured that 10,518 hours of audio and video were digitized (Target: 12,759 hours). That work has now succeeded in digitizing all our holdings in five obsolete audio and video technologies, ensuring their availability for future generations.

[16] To view pictures taken during the opening of the facility, please consult LAC's Flickr page at http://www.flickr.com/photos/lac-bac/sets/72157627022868964/with/5860613527/

Consistent with our commitment to collaboration, we launched discussions with our partners in provincial and territorial archives to assess the preservation expertise across Canada, and specifically audio-visual preservation capacity.

Our progress under MII-7[17] focused on determining how best to modernize our traditional photocopy service into a digital scanning operation. By offering clients access to digital copies, rather than photocopies, we can meet both the immediate need of the client requesting the copy and the longer-term needs of future clients by enriching our website with these digital copies.

The ongoing LAC commitment to implement the first phase of a Trusted Digital Repository (TDR) was deferred to later in 2011.[18] However, we continued to test TDR elements such as one that allows federal departments to transfer electronic records to LAC. While the foundational work required to become a TDR has begun, the technology work associated with building a TDR proved to be more challenging than expected. This situation is consistent with the experiences of others who have undertaken similar projects including the National Archives and Records Administration in the United States and the Planets project in the European Union. LAC reviewed the existing TDR architecture model to determine how it can better align with the broader LAC digital strategy. Additionally, LAC began to work with select stakeholder communities on a cooperation preservation strategy. This will be an initial phase in the development of a collaborative network for digital preservation.

Lessons Learned

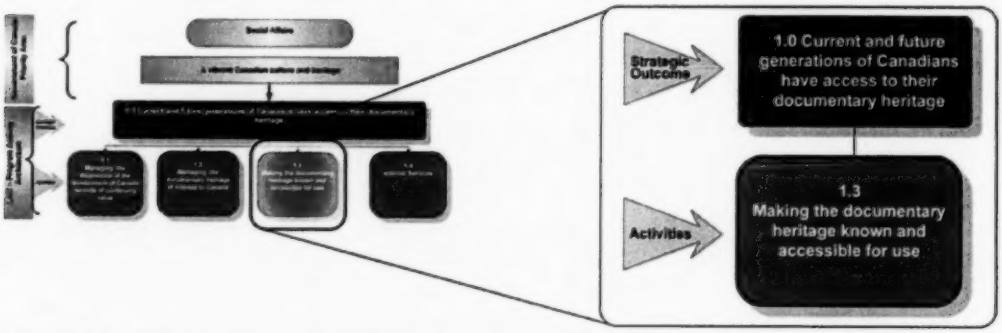
We understand that the creation and implementation of an integrated model for appraisal and acquisitions decision that is both in line with our mandate and engages other Canadian documentary heritage institutions will be complex. The model will require sustained effort and creativity and has required more time and effort than originally planned. Once this challenge is met and an integrated model approved, it will provide a cornerstone for our long-term work in building an institution for the 21st century and the digital world. We remain confident that we will reach this goal in 2011–2012.

On the preservation side, while the TDR remains a key element in our strategy to "go digital" we clearly see two challenges. First, we need to strike a balance between our internal capacity and the readiness of content creators to transition to digital. Second, content creators need the tools to ensure their compliance with TDR requirements.

[17] MII-7: *By spring 2012, LAC will be shifting how it makes and provides copies of its holdings to digital reproduction and* storage, *which also will facilitate putting content online.*

[18] A trusted digital repository is one whose mission is to provide reliable, long-term access to managed digital resources to its designated community, now and in the future. It is organized to address challenges such as the volatile nature of digital objects and ongoing changes in the information technologies used to create and access them.

Program Activity 1.3: Making the documentary heritage known and accessible for use



LAC provides information and services to facilitate access to the collection and pursues initiatives to make known Canada's documentary heritage. LAC also provides information resources and standards for use by Canada's library and archival communities.

Program Activity 1.3: Making the documentary heritage known and accessible for use					
2010–2011 Financial Resources ($ thousands)			**2010–2011 Human Resources (FTEs)**		
Planned Spending	**Total Authorities**	**Actual Spending[19]**	**Planned**	**Actual**	**Difference**
$ 29,516.5	$ 30,773.5 $	$ 32,357.0	225	195	-30

Expected Results	Performance Indicators	Targets	Performance Status
Canadians are aware of LAC as an authoritative, innovative source of content and expertise related to Canada's documentary heritage.	Level of client satisfaction with responses to their inquiries Percentage of clients who report being able to find what they are looking for	75% of clients who contact us online, or by mail are satisfied with their responses. 60% of clients find what they are looking for	**Met** Client satisfaction with online and mail responses was 83.5%. 66% of in-person clients and 61% of online clients reported being able to find what they were looking for.

Performance Summaries by RPP Commitment	Performance Status
Begin to implement a Resource Discovery Framework	**Met all**
Begin to implement a new services strategy	**Somewhat met**
Pursue the Portrait Gallery of Canada planning strategy	**Somewhat met**

[19] Financial variances are detailed in the explanation of variance tables at: http://www.collectionscanada.gc.ca/about-us/012-3002-e.html

Performance Summary and Analysis of Program Activity

While we continued to deliver many of our programs and services that enable Canadians and people interested in Canada to make use of our holdings, we also made progress in line with our Modernization direction. A key element in this progress was the development of an "orientation instrument." It set out guiding principles, priorities and a clear vision of an end state for our resource discovery role. This instrument confirmed that we will respond to client needs and expectations and support the discovery of our holdings, while ensuring that it is presented within a national and international context.

While we began the planned work on a Resource Discovery Framework and a new service strategy model, we clarified our service priorities through many MIIs. For example, under MII-8 we created and validated a new service delivery framework.[20] The framework commits LAC to services that are client-centred, providing access to our holdings wherever the clients are, whenever they want it and however they want it. We have committed to supporting the broadest access to Canada's documentary heritage with an emphasis on being digital, collaborative and user-centric. We developed pilot projects to test attributes of the new framework and determine how best to achieve our resource discovery goals. In co-operation with the Champlain Society, LAC began to create a collaborative, online platform for user-contributed content. It will enable the public to transcribe, share and contribute to holdings on Sir John A. Macdonald.

Metadata is information about information resources, such as subjects covered in a website or the location a photograph was taken. It enables clients to find, retrieve and use content more consistently and easily. It is a key component of LAC's Resource Discovery Framework and the focus of MII-12.[21] In light of increased client expectations in the discovery of our holdings and in support of our new service model, we analyzed client search behaviours and drew on a research project to help us shape a new metadata framework. We launched pilot projects in support of the framework to explore issues and to help refine our client service approach. For example, we launched a crowdsourcing[22] pilot project to explore how the public can contribute to our digital holdings and metadata. The project enables clients to digitize materials on site at our Wellington Street location; this digital content is then added to our online resources. This pilot will run until the fall 2011 and then will be evaluated in order to determine whether this form of crowdsourcing will become part of our standard operations.

Consistent with our overall commitment to "go digital," we continued to shift to digital services and increased digital content. These allow clients the flexibility of self-serve options such as downloading requested files from our server or printing the files themselves from wherever they are.[23] Online database updates included passenger lists (182,000 digital images), Orders in Council from 1914–1916, medals, honours and awards (113,000 images).

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[20] MII-8: *In spring 2011, LAC will have developed a new service model to provide Canadians with access to its documentary holdings.*

[21] MII-12: *Beginning in winter 2011, LAC will develop a single framework that it, as well as other creators, donors and users, will use to describe information in its holdings.*

[22] Crowdsourcing is the practice of obtaining services, ideas, or content by soliciting contributions from a large group of people and especially from the online community rather than from traditional employees or suppliers

[23] Modernizing Textual Reprography Services at LAC, http://www.collectionscanada.gc.ca/whats-new/013-492-e.html

When people request digital copies of First World War files, we place those files online for other clients to view, increasing our digital content. We also created new research guides to help clients, including an Aboriginal research guide, pre-Confederation official publications guide and a military abbreviations guide that helps people understand the 64,000 abbreviations in military files.

We continued to facilitate access to our holdings through the Portrait Gallery program.[24] In 2010–2011, more than 500,000 Canadians in seven provinces enjoyed access to portraits through travelling exhibitions. A 2010 highlight was the first exhibition of the 300 year old portraits of the "Four Indian Kings" in an Aboriginal cultural centre. Another highlight was the event "Portraits in the Street: Cupids 400" where people in Cupids, Newfoundland agreed to mount reproduction portraits on various buildings to celebrate the 400th anniversary of English settlement in Canada. The exhibition was so popular that the community now intends to set up its own portraits program.

Project Naming (PN), our collaborative photo identification project, is an initiative that invites individuals to identify people, places and other vital historical details depicted in digital photographs and other archival materials on LAC's website. This valuable, user-contributed content enhances our holdings as part of a lasting historical record. Project Naming is recognized both nationally and internationally. The National Archives in the United Kingdom cited Project Naming as its model for its digitization of colonial photographs taken in Africa.

The initial focus of Project Naming was on photos taken in northern Inuit communities. We digitized nearly 1,300 photographs and a diary from the Rosemary Gilliat Eaton Collection and will upload the images with a new user-contributed content application when it is available. Members of our PN team assisted the Kitikmeot Heritage Society from western Nunavut with a photo identification gathering in Kugluktuk. It led to identification of individuals in 35 images. A three-day research visit by the Nanisiniq: Arviat History Project enabled Inuit youth and an Elder from Arviat to identify parents and grandparents in images.

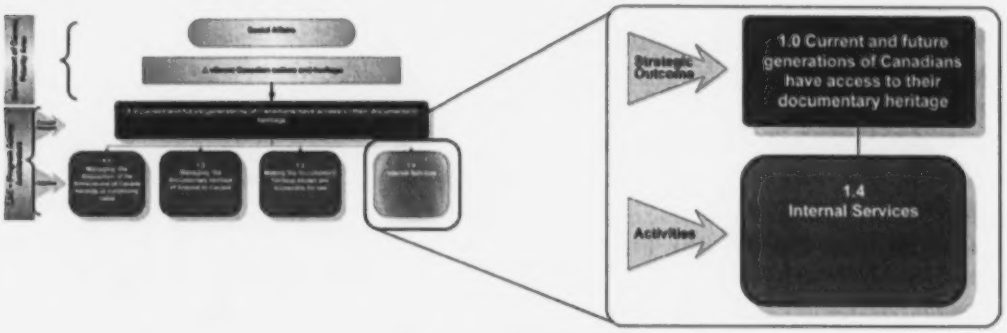
The National Archival Development Program (NADP) is our only grants and contributions program, which we administer in collaboration with the Canadian Council of Archives. During 2010–2011, $1.1 million was allocated under NADP to 73 institutions for 93 projects that improved access to Canada's documentary heritage. NADP was continued after the evaluation of the relevance and effectiveness of the program.

Lessons Learned

Client feedback has provided us with many lessons learned. In particular, clients tell us that they want more resources online to help them discover our holdings. In this context, our operations, plans and priorities continue to shift toward digital services and content models. LAC's resource discovery professionals also continue to inform policy and procedural issues that will need to be addressed as we move forward on the organization's Modernization objectives for resource discovery.

[24] Portrait Gallery of Canada – Current Exhibitions, http://www.collectionscanada.gc.ca/portraits/009001-2100-e.html

Program Activity 1.4: Internal Services



Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of governmental organizations. In LAC these are: Management and Oversight Services; Communications Services; Strategic Research; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Program Activity 1.4: Internal services

2010–2011 Financial Resources ($ thousands)			2010–2011 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending[25]	Planned	Actual	Difference
$ 29,578.4 $	$ 32,377.2	$ 34,403.6	230	238	8

Performance Summaries by RPP Commitment	Performance Status
Better coordination of internal services roles including capital planning and information technology services	Mostly met
Develop and pursue talent management strategies	Mostly met
Enhance corporate planning, finance and reporting processes and tools	Mostly met

[25] Financial variances are detailed in the explanation of variance tables at: http://www.collectionscanada.gc.ca/about-us/012-3002-e.html

Performance Summary and Analysis of Program Activity

Internal services functions have critical roles in support of all other aspects of LAC activity and Modernization. Accordingly, we focused substantial attention on the responsibilities and contributions of these key enablers.

Because information technologies are important to so many of our plans, we made information technology (IT) the focus of MII-6.[26] Through MII-6, we are assessing how to ensure that our IT plans fully support our Modernization priorities. This began with a review to explore how LAC could leverage new opportunities, approaches and tools to enable Modernization. By reviewing LAC information technologies and information management against current and future needs, as well as comparing them to those of documentary heritage institutions in other countries, we gained a clearer sense of where we were and what we needed to do to get the most impacts from our IT investments. We intend to use the results in 2011–2012 to define, describe and align an updated corporate IT architecture. That architecture will guide our IT approaches and choices in a consistent manner across the organization, ensuring the best use of resources.

Also included under this program activity was our progress on MII-1.[27] It is focused on creating and implementing the communications strategy needed to build collaboration with all stakeholders with an interest in the work of LAC and the direction we are taking through Modernization. Much of this took place through LAC outreach. For example, the Deputy Head and Librarian and Archivist of Canada and senior management made many presentations at meetings and conferences.[28]

We built on this commitment to collaboration and external engagement through the first national meeting of the LAC Stakeholders Forum. The Canadian documentary heritage institutions that took part in the Forum reached a consensus that the task of managing Canada's documentary heritage is too complex for any one institution to pursue in isolation. In order to coordinate their strategies and actions, there was agreement on the value of a pan-Canadian documentary heritage network. This networked approach was furthered by the organization of the academic forums in September 2010 and February 2011. Our work with provincial and territorial counterparts led to support for a common approach to trusted digital repositories. Collaborative projects such as a Franco-Canadian Archives Initiative also emerged from those discussions. All these actions helped clarify the environment in which our work to create an external engagement strategy began to take place.

As an organization that depends on skilled and highly specialized expertise, we made human resources (HR) another major priority, including work toward an LAC human resources strategy as part of MII-5.[29] When completed, the HR strategy will identify key competencies needed for the future of LAC, guide the modernization of our HR policies, address our

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[26] MII-6: By fall 2011, LAC will have the framework in place to ensure that its information technology strategies, resources and investments are in line with Modernization priorities.
[27] MII-1: In spring 2011, LAC will have implemented an emergent strategy to guide its external communications and its collaboration with stakeholders and partners, particularly in support of Modernization.
[28] For the latest speeches and presentations from the Deputy Head and Librarian and Archivist of Canada, visit the following link: http://www.collectionscanada.gc.ca/lac/012007-1000-e.html
[29] MII-5: In spring 2011, LAC will begin implementing a strategy to address its human resources priorities in support of Modernization.

ongoing staffing needs using modern, transparent approaches and support a talent management strategy as well as an employee engagement strategy.

In support of talent management, we addressed needs such as a new internal second-language training program for staff, as part of a larger draft action plan that also will address issues identified by the Commissioner of Official Languages. We tested new mandatory training for managers to help enhance management competencies across all functions. Managers became subject to a new performance management requirement, holding them accountable for the establishment of learning plans among their staff.

LAC also took measures to ensure that new staffing takes into account our need to improve the representation of employment equity groups. Other actions addressed needs such as the importance of university recruitment, new staffing guidelines and the introduction of generic processes to staff certain types of positions.

Effective internal communication characterizes a modernized organization and supports the effective human resources management that LAC intends to achieve as part of Modernization. Weekly email briefs from the Deputy Head and Librarian and Archivist of Canada as well as from Assistant Deputy Ministers were good examples of information sharing. In order to feed relevant and timely information into the decision making process at LAC, we also introduced a Web-based dissemination tool: the Strategic-Research Daily[30]. Strategic research is essential to the long-term planning of the institution by providing evidence-based research on matters relating to the mandate of the institution, Modernization activities and the long-term relevance of the institution in the digital environment.

We also pursued the other internal service commitments that we established in the *Report on Plans and Priorities*. For example, we revised our governance structure to clarify roles, responsibilities and accountabilities. A new finance committee was established to support stronger financial management and decision making. At an operational level, we launched pilot projects designed to apply technology and new approaches to the workplace environment. These included renovations to make an employee cafeteria more of a space for the exchange of ideas and pilot projects to test shifts from landline telephones to cell phones and from desktop computers to tablet computers.

Lessons Learned

The most significant lessons learned under this program activity related to our information technology activities. For example, we learned much more about how to use client and stakeholder needs to drive our choices as well as the importance of clarifying the business architecture in which IT is expected to work before we turn to engineering possible IT solutions in this climate of change that we must constantly manage.

[30] The Strategic-Research Daily, Library and Archives Canada, http://paper.li/pdesrochers/strategic-research

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

The financial highlights presented with the Departmental Performance Report are intended to serve as a general overview of LAC's financial position and operations. Financial statements are prepared in accordance with accrual accounting principles. The unaudited supplementary information presented in the financial tables in other sections of this report was prepared on a modified cash basis of accounting in order to be consistent with appropriations-based reporting.

($ thousands)

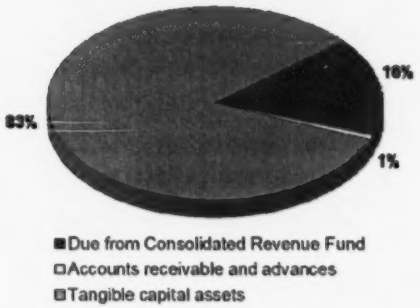
Condensed Statement of Financial Position At End of Year (March 31, 2011)	% Change	2011	2010
ASSETS			
Total Assets	-20.3%	50,146	62,948
TOTAL	-20.3%	**50,146**	**62,948**
LIABILITIES			
Total Liabilities	-8.9%	**28,864**	**31,670**
EQUITY			
Total Equity	-32.0%	**21,282**	**31,278**
TOTAL	-20.3%	**50,146**	**62,948**

($ thousands)

Condensed Statement of Financial Position At End of Year (March 31, 2011)	% Change	2011	2010
EXPENSES			
Total Expenses	12.4%	170,301	151,482
REVENUES			
Total Revenues	-20.6%	506	637
NET COST OF OPERATIONS	12.6%	**169,795**	**150,845**

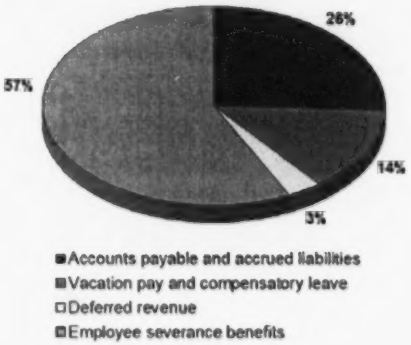
Financial Highlights Graphs

Assets by Type



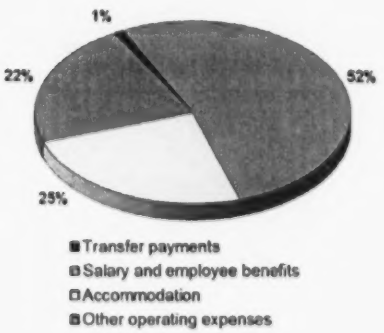
Total assets were $50.146 million at the end of 2010–2011, a decrease of $12.802 million (20.3 percent) versus last year's total assets. Capital assets continue to be the largest asset component, representing 83 percent of assets.

Liabilities by Type



Total liabilities were $28.864 million at the end of 2010–2011, a decrease of $2.806 million (8.9 percent) versus last year's total liabilities. Employee severance benefits and accounts payable continue to be the largest components of liabilities.

Expenses by Type



Total expenses were $170.301 million at the end of 2010–2011, an increase of $18.950 million (12.6 percent) versus last year's total expenses. The major expense area is salary and employee benefits, which represents 52 percent of total expenses.

Financial Statements

The organization's financial statements can be found on LAC's website at:
http://www.collectionscanada.gc.ca/about-us/012-2003-e.html

List of Supplementary Information Tables

- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting
- Green Procurement
- Internal Audits and Evaluations

All electronic supplementary information tables found in the *2010–2011 Departmental Performance Report* can be found on the Treasury Board of Canada Secretariat's website at: *http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/index-eng.asp*.